



Guide to the APA strategic plan 2010/11 to 2012/13

A snapshot of our next three years



Welcome to the Association of Police Authorities' strategic plan, covering the period 2010 to 2013.

I hope you find this document a useful summary of how the APA will assist our member police authorities to carry out their wide range of responsibilities and ultimately give local people the policing they want, for a price they are willing to pay.

There is no doubt that the future will hold many challenges for policing and police governance, so by looking ahead, we can have confidence that the many issues which police authorities and their communities face have been planned for, and we can be sure that efforts to address these are being made in the most effective ways.

Local communities need to know that the police are accountable to them for the service they provide. Police authorities provide that guarantee. By working effectively and efficiently with their forces, assisted by the APA, police authorities can engender greater community confidence in the work of the police, and demonstrate the value of police authorities to local people.

A handwritten signature in black ink that reads "Rob Garnham." The signature is written in a cursive style and is underlined with a single horizontal stroke.

Rob Garnham
APA Chairman

Our vision

The APA is a respected and influential advocate for our members in shaping the national policing agenda, valued for providing them with the leadership, support and guidance that enables them to add real value to their communities

Our mission

- Influence the policing agenda at the national level on behalf of police authorities and the public
- Support and equip police authorities to ensure efficient and effective policing
- Secure adequate resources for policing
- Promote the role and achievements of police authorities
- Champion the principles of local accountability and policing by consent to ensure that local communities are served by efficient and effective police authorities

Introduction

Working to ensure your police service meets your needs



The aim of the strategic plan is to position the APA as **a meaningful, highly-valued contributor** to policing improvement throughout the UK. This means asserting its rightful role as a strong and influential member of the policing tripartite, and effectively supporting police authorities to discharge their responsibilities and fulfil its overall mission.

The strategic plan represents a comprehensive review of the APA's role, effectiveness and planning processes. It also outlines the APA's strategic objectives and priorities over the next three years and, importantly, how it will go about delivering the organisational changes necessary to achieve them. Underpinning the strategy is greater focus on prioritisation and planning processes.

The proposed changes stretch the organisation's ambition and, significantly, will deliver greater value to police authorities. This document presents a 'snapshot' of the APA's strategic plan for a quick overview of the organisation's direction over the three year period, commencing 2010/11. The full plan is available online at **www.apa.police.uk** or by contacting the APA (see back page).

The APA's three year strategic plan is predicated on maximising the value of the services that the organisation provides to police authorities. In this sense, value for police authorities will be created via two primary functions – **influence** and **support**.

Influence is achieved, first and foremost, through strength of representation. The APA's ability to influence also depends on its reputation for robust analysis and the quality of its communication with stakeholders. The roles and capabilities of both Members and Secretariat officers are crucial in this capacity. A new staff structure combined with internal processes for prioritising the APA work programme and improvements to information management and customer service are fundamental to achieving this. A proactive and integrated strategic communications plan is also an essential enabling function which is given prominence in the strategy.

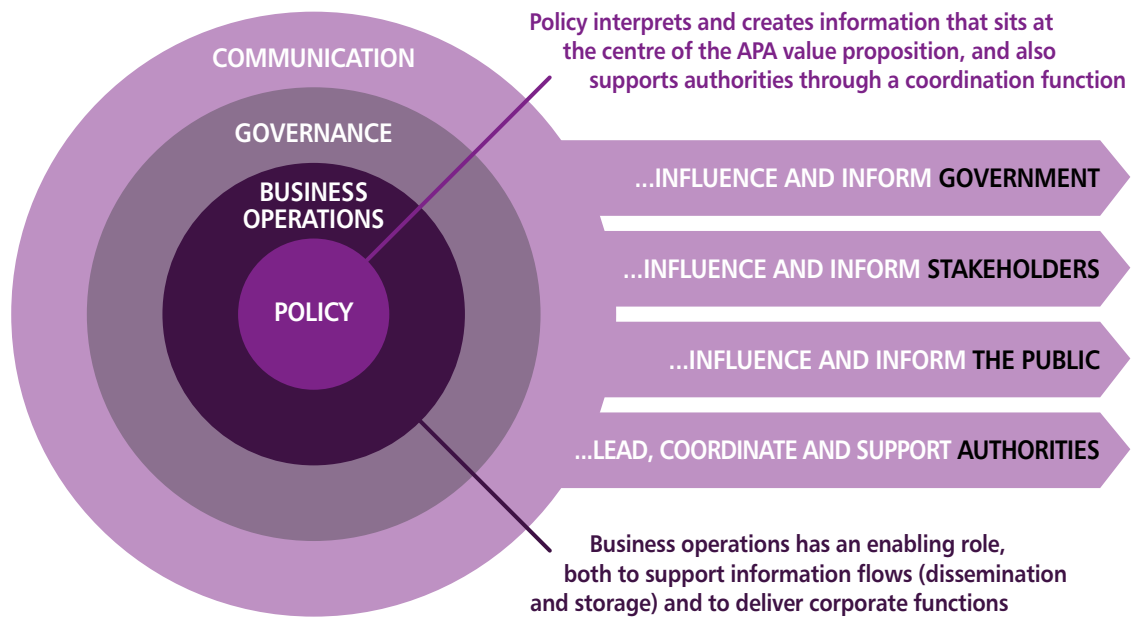
Support for police authorities is delivered principally in the form of advice, guidance and/or

training opportunities. Better information management and a more efficient and effective APA-authority information interface are essential attributes of success in this area. Improving customer service through better systems and processes is a priority for the APA.

The proposed changes also complement the objectives of better resource allocation and prioritisation of the APA work programme, by matching resources to activity and greater use of commissioning opportunities through agencies such as the National Policing Improvement Agency (NPIA), the Improvement and Development Agency (IDeA), the Association of Police Association Chief Executives (APACE) and the Police Authority Treasurers' Society (PATs).



Delivering value



The strategy takes a risk-based approach to business improvement by identifying and prioritising actions for change across four key functional areas of the APA – **communications, policy, governance and business operations**.

The four functional areas are interdependent. While new efficiencies and opportunities for improving service delivery exist separately in each area, their collective interaction matters most for delivering greater value to authorities. This interdependence is illustrated in the figure above.

A critical area of improvement in the new strategy concerns governance arrangements, both in decision-making cycles and the role of the Coordination and Assurance Group (CAG). The shift to a risk-based approach to business

planning and monitoring places new demands upon organisational capability and reporting systems – all of which will be addressed in the first year of implementation of the strategic plan.

The APA's strategic objectives for the three year plan, at both organisational and functional levels, are indicated in the next section. A challenging change programme to realise the outcomes outlined in this document and agreed by the APA Council will commence in 2010/11.

Approach



Strategic objectives

The strategic objectives of the APA's three year strategic plan are split into two groups – the overarching organisation-wide aims to be found at **corporate level** and a detailed breakdown of specific enabling objectives at **functional level**.

Corporate level

- Increase profile of APA and authorities
- Improve prioritisation of work programme
- Improve support to police authorities
- Increase efficiency of information management function
- Improve internal management systems

Functional level

Communications

- Communicate with stakeholders to highlight the role of police authorities and the APA
- Ensure the corporate strategy is supported by strong and well planned strategic communications
- Ensure strategic communications are integrated throughout APA policy areas and business operations
- Develop stronger links with stakeholders, eg through sponsorship, support and events
- Enhance APA understanding of police authority concerns and issues
- Ensure police authorities and stakeholders are well informed of APA activities and events

Policy

- Focus the policy work programme
- Increase the capacity of APA Secretariat
- Increase resilience of the policy function

- Improve support to authorities including information quality and accessibility

Governance

- Agree a revised number and timetable for meetings of key decision bodies to improve information flow and decision-making
- Clarify the roles and responsibilities of the decision-making bodies (CAG, APA Board and APA Council)
- Shift governance to a risk-based decision-making regime and implement new procedures to support effective decision-making
- Ensure that governance structures and processes permit seamless, robust, efficient and responsive decision-making

Business operations and customer services

- Develop a new cost allocation model which includes and improves expenditure tracking
- Secure income streams via stakeholder agreements
- Align the APA budget planning cycle with those of police authorities
- Improve the APA customer interface
- Improve information flow between policy staff and authorities
- Improve information storage and retrieval to support internal information requirements and authority access
- Review core human resources and Secretariat management practices



Association of Police Authorities

15 Greycoat Place London SW1P 1BN

Tel 020 7664 3168

Fax 020 7664 3191

www.apa.police.uk